R J Reynolds Tobacco Company

Mark Young
New York Metro

January 26, 1998

To: Charlie DiBenedetto
Mark Gambardella
Steve Grossberg
Lee Maney
Greg Mitchell
Louann Alese / Marshall Richards

Subject: "VERY IMPORTANT INFORMATION"
Salem Test Market / Green Zone
(Salem: #1 Priority Brand for NY Metro)

Dear Managers,

As we have discussed several times, the importance of getting a "Good Solid" read on the share and volume performance in these small green zones is extremely important to the eventual rollout of the new Salem nationally.

The reason for this is simply the fact that everything that the Green Zone / Green Team is doing in our 12 test zones, is totally workable in the future FDA restricted environment. Think about it, once the advertising goes away, the ground-up approach to introducing a new brand may be the only way! Does it relate to a national introduction plan or is it too expensive ... that is the question that is always asked. If you think about it, the cost of one billboard on the NJ turnpike could totally fund the Green Team activities for possibly a full quarter.

In the next few days, we will be sending you (if you have green zones) the information on manual tracking of purchases in selected green zone stores. This is the only good way to get a read on our business. It will require our SR/TR's to call on approximately 5 to 7 stores each week to gather sales/purchase data from invoices. Once the stores show that they understand what information we need on a weekly basis, we can then use Retail Representatives and possibly green team members to gather the information on a weekly basis. There is no other way ..... and due to the tremendous importance of this Salem test on a national basis, we need to approach this project with a "Positive Attitude"! As information, the stores that are willing to provide us with copies of invoices will receive a weekly payment of approximately $20 per store.

51842 4220

Source: https://www.industrydocuments.ucsf.edu/docs/qjdp0000

Now back to the Salem Test ..... the initial results on AIM continue to be extremely good. We have to continue to stress the importance of this new Salem to every Sales, Territory and Retail Representative. We still have a few stores that we haven't made the initial new brand coverage, and now that consumers are now becoming aware of the new Salem it becomes extremely important to increase stock levels and ensure that the four new box products are in every possible store!

We'll be sending the information on collecting the sales data later this week.

Sincerely,

Mark Young

cc: Mike McHugh / Rory O'Rourke

51842 4221

Source: https://www.industrydocuments.ucsf.edu/docs/qjdp0000